

The Influence of Situational Leadership, Competence and Organizational Culture on Civil Servant Performance in the Police With Work Motivation As Intervening Variable

Jamaluddin ^{1*}, Buyung Sarita ², Sri Wiyati Mahrani ³, Noval Nur ³

¹ Doctoral Program of Management Science, Universitas Haluoleo, Kendari, Sulawesi Tenggara 93232, Indonesia

² Department of Management, Faculty of Economics and Business, Universitas Haluoleo, Kendari, Sulawesi Tenggara 93232, Indonesia

³ Department of Social Sciences, Faculty of Basic Education, Universitas Haluoleo, Kendari, Sulawesi Tenggara 93232, Indonesia

*Corresponding author E-mail: audifaza@gmail.com

Received: December 21, 2025, Accepted: January 21, 2026, Published: April 5, 2026

Abstract

This study aims to examine and understand the influence of situational leadership, competence, and organizational culture on the performance of civil servants in the Indonesian National Police at Biddokkes Polda Southeast Sulawesi, with work motivation as an intervening variable. The population in this study consists of civil servants and police personnel working at Biddokkes Polda Southeast Sulawesi, totaling 135 individuals, all of whom were used as research respondents. The analytical tool used in this study is SmartPLS. The results show that situational leadership has a positive and significant effect on the work motivation of civil servants in the Indonesian National Police at Biddokkes Polda Southeast Sulawesi. Situational leadership also has a positive and significant effect on employee performance. Competence has a positive and significant influence on work motivation, and further, competence significantly affects the performance of civil servants in the Indonesian National Police at Biddokkes Polda Southeast Sulawesi. Organizational culture positively and significantly influences work motivation, and also exerts a positive and significant effect on employee performance. Work motivation itself has a positive and significant impact on the performance of civil servants at Biddokkes Polda Southeast Sulawesi. Furthermore, situational leadership has a positive and significant effect on employee performance when mediated by work motivation. This means that situational leadership not only enhances performance directly but its effect becomes substantially stronger when channeled through work motivation. Competence also has a positive and significant influence on performance when mediated by work motivation, indicating that employees with strong competencies tend to feel more confident, more capable of completing tasks, and more prepared to meet job demands—conditions that naturally elevate motivation and encourage improved performance. Additionally, organizational culture has a positive and significant impact on employee performance when mediated by work motivation, implying that a strong and supportive organizational culture fosters higher motivation, which in turn enhances employee performance.

Keywords: Situational Leadership; Competence; Organizational Culture; Work Motivation.

1. Introduction

Human Resource Management (HRM) plays a crucial role in ensuring the survival and success of an organization. To manage an organization effectively, HRM must be directed toward an approach that optimizes the full potential of the workforce, enabling them to make maximum contributions to the organization or company. The quality of HRM significantly impacts organizational performance, as it is a core element in the process of achieving goals.

HR policies and practices play a significant role in shaping organizational behavior (OB) and influencing work outcomes. HR departments are increasingly playing a strategic role in determining the composition of an organization's workforce (Robbins & Judge, 2022:610). In addition to the quality of natural resources, proper HR management is also crucial for adapting to rapidly changing climates. Once a company's strategy and objectives are established, the next step is to plan the human resource requirements necessary to achieve them. Robbins and Judge (2022:41) explain that organizational behavior is the study of the influence of individuals, groups, and structures on behavior within an organization, with the aim of increasing its effectiveness.

Performance is a key determinant in achieving an organization's vision and mission. Performance is measured by the amount of effort employees put into carrying out their duties (Robbins, 2019:112). To understand the work context comprehensively, it is important to consider the influence of the work environment on psychological well-being. Factors such as personality, working conditions, and

organizational context have a significant impact. A comprehensive understanding of how work affects well-being must encompass both the positive and negative impacts it can have.

Employee performance is a crucial factor in determining the effectiveness and success of an organization, as every operational activity relies on an individual's ability to perform their duties. Without optimal employee performance, the organization's vision, mission, and strategic goals are difficult to achieve. Employees play a key role in the planning, implementation, and evaluation of programs, making competence, motivation, and role clarity essential for producing quality output. Robbins and Judge (2017) state that organizational effectiveness is heavily influenced by individual contributions to their roles, making performance improvement a crucial aspect.

Furthermore, employee performance is a crucial basis for human resource management, such as determining promotions, awarding awards, training development, and career planning. Mangkunegara (2017) emphasized that performance assessment is a strategic tool for identifying employee development needs and ensuring an organization has a competent and competitive workforce. Employee performance is not only related to operations, but also contributes to organizational innovation and sustainability.

Spencer and Spencer (1993) explain that individual behavioral competencies significantly influence performance quality and ultimately impact organizational success. Therefore, organizations need to create situational leadership, competencies, and a healthy organizational culture to ensure optimal and sustainable employee performance.

Some previous research results that focus on situational leadership and performance are according to Hassan et al. (2024) stated that an adaptive and situationally responsive leadership style can significantly improve teacher performance. Emphasis on effective communication and teacher empowerment is key to creating a productive work environment. Furthermore, according to Said, Triatmanto, & Sunardi (2024), states that a leader's ability to provide appropriate direction according to the situation contributes significantly to improving organizational performance. Well-managed change also reinforces this positive impact. Sipahutar et al. (2024) research results show that situational leadership style has a positive and significant influence on soldier performance. Situational leadership style is proven to have a dominant influence, emphasizing the importance of leader adaptation to the conditions and needs of members.

Pigola et al. (2024) examined the situational challenges of transformational leadership on team performance in a Brazilian corporate environment. The results showed that leaders who are able to inspire and adapt their approach to specific situations can significantly improve team performance. Flexibility and empathy are key in facing dynamic challenges. Meanwhile, Khaleel et al. (2024) compares situational leadership styles with contemporary leadership practices in public schools. Findings indicate that a leadership style that adapts to specific situations can improve teacher performance and job satisfaction. An emphasis on empowerment and open communication are important factors in creating an effective work environment.

Furthermore Ariyanti et al. (2024) examined the influence of the physical environment, situational leadership, and work motivation on teacher performance. The results showed that a supportive physical environment and effective situational leadership can increase work motivation, which in turn improves teacher performance. A holistic approach encompassing both physical and psychological aspects has proven effective. Setiawan et al. (2024) This study examined the influence of leadership style on employee performance. Findings indicate that a leadership style tailored to needs and situations can significantly improve employee performance. Adapting leadership style to the organizational and individual context is a key factor in achieving optimal performance.

Aburumman & Alrweis (2024) This study used a longitudinal approach to assess the relationship between leadership styles and job performance, with career satisfaction and job satisfaction as mediators in the Jordanian hospitality sector. The results indicate that transformational and transactional leadership styles have a significant positive effect on job performance, with career and job satisfaction acting as strong mediators. Dawood & Gren (2024) This study explores prototypical leadership in agile software development. Findings indicate that leaders perceived as representing the team's values and characteristics are more effective in improving team performance. Leadership that emerges from within the team and aligns with shared values contributes to overall team success.

In contrast to the results found by Simbolon, R., & Kartika, D. (2024) His research examined the influence of situational leadership on teacher performance. The results showed that most studies reported a significant influence, but situational leadership showed insignificant results. on teacher performance, especially due to contextual variables such as organizational culture and individual resistance. Furthermore, Majidah, Rachmawati, & Karnawati (2024) This study examined the influence of situational leadership style and work motivation on teacher performance. The results of the study showed that situational leadership style and work motivation did not have a significant effect on teacher performance.

The concept of situational leadership has gained significant attention in recent years as organizations seek to improve employee performance in an increasingly dynamic organizational climate (Sharma and Singh, 2021). This leadership approach emphasizes adapting leadership style to follower dynamics and the demands of specific situations, showing promising results in optimizing employee performance across various sectors (Adeyemi-Bello et al., 2023; Lee et al., 2024).

Furthermore, research results examining the influence of competence on performance consist of Yolanda, R., et.al. (2024) The research results show that skill and attitude competencies have a significant influence on employee performance, while knowledge competencies do not have a significant influence. Arfandi, A., Devitha, CTP, & Purnamawati, CR (2023) stated that no significant differences were found in teacher competency based on certification, but there were significant differences in teacher performance based on certification, with PPG certified teachers showing the highest performance. According to Saputra, RA, Setyadi, MCS, & Supriadi, B. (2024) stated that Competence, training, and career development have a significant effect on the performance of members of the National Air Defense Education and Training Center Surabaya, with career development as the dominant factor. Timbul H Manullang, H., & Farida Ferine, K. (2024) stated that Competence has a positive and significant influence on employee performance, with HR quality as the main supporting factor. Developing a behavior-based evaluation framework to assess virtual teamwork competencies, is important for digital collaboration in professional and academic environments. Masaev, S. et. al. (2024) Assessing the implementation of universal competencies in Russian educational institutions, with integral performance indicators as a measure of effectiveness.

This contrasts with Rosmaini and Tanjung (2019), who found that competency had no significant effect on employee performance at the Public Works and Public Housing Agency of Aceh Tamiang Regency. Furthermore, according to Wibowo et al. (2021), examined the influence of competency on the performance of State Civil Apparatus (ASN) at the Regional Financial and Asset Management Agency of the Ministry of Agriculture. The results showed that competency did not significantly influence ASN performance, indicating that other factors may be more dominant in influencing performance. Astriyani et al. (2021) states that competence has a positive but not significant influence on performance.

Another variable that can influence performance is organizational culture. A strong and positive culture can increase work motivation by creating a supportive environment and motivating employees to achieve (Harli, 2024). However, a culture that is not aligned with organizational values can lead to dissatisfaction and conflict, ultimately reducing performance (Nasution, 2024).

Work motivation, as a mediating variable, plays a crucial role in bridging the influence of situational leadership, competence, and organizational culture on employee performance. High motivation can encourage employees to work harder and achieve better results (Nasution, 2024). Research shows that work motivation can improve employee performance by strengthening the relationship between leadership and organizational culture (Brasrinanto, 2022).

Effective leadership in the healthcare workplace serves not only as a guide but also as a motivator that can influence employee morale. An inappropriate leadership style can negatively impact work motivation, although it does not always directly impact performance (Meda, 2024).

This research is also supported by research by Jeni Arni Harli et al., (2024) this research examines the influence of leadership and organizational culture on the performance of health workers mediated by work motivation. This research was conducted on health workers at Kendari City Hospital, with the consideration that Kendari City Hospital is one of the advanced health service facilities owned by the Kendari City Government which has the task of providing health services to the community.

Likewise, the performance of the Southeast Sulawesi Regional Police, particularly the Health Services Unit (Satker Biddokkes), as a truly professional institution will be largely determined by adjustments and changes to structural, instrumental, and cultural aspects, mandated by reforms and legislation. These changes have been ongoing, but they require adjustment to the current, highly dynamic empirical conditions.

Along with the establishment of the National Police leadership policy as an effort to realize a Precision National Police, all ranks of the National Police are required to improve and maintain the values of professionalism in carrying out the main tasks and functions of the police in order to respond and anticipate the development of the strategic environment which is now entering the era of the complex industrial revolution 4.0 which refers to the phase of industrial development marked by the integration of digital technology and automation in almost all aspects of life and industry so that it will have an impact on the emergence of demands for strengthening the capabilities of National Police human resources both in quantity and quality.

Based on initial observations, there are several empirical phenomena that occur in the Biddokkes Poldasultra work unit, namely related to the performance of Biddokkes Poldasultra in carrying out employee duties and responsibilities, namely: 1) a mismatch between performance planning and implementation in the field. In many cases, performance targets have been set administratively, but are not accompanied by realistic and measurable implementation strategies. This causes a gap between targets and actual results, especially in health service programs that are dynamic and require a quick response. There are employees who always postpone work so that work becomes neglected; 2) There are still work practices that are formalistic, lack initiative, and are less friendly in dealing with patient complaints or requests. This shows that some employees do not yet have a mindset as public servants, but are still trapped in a bureaucratic and defensive mindset 3) there are still some employees who arrive and leave the office not on time so that health services to personnel and the community are not optimal and 3) are not present at the office without any clear explanation or information. This condition can affect the performance of civil servants at the Indonesian National Police in the Southeast Sulawesi Regional Police Medical and Health Unit, the understanding and implementation of duties and responsibilities still overlap and there is a lack of coordination between employees.

The organizational culture within the Southeast Sulawesi Regional Police's Health Services Unit also plays a significant role in shaping employee behavior and performance. One of the main problems within the organizational culture within the Southeast Sulawesi Regional Police's Health Services Unit is the low level of encouragement for innovation and risk-taking. A bureaucratic work culture that places too much emphasis on formal procedures makes employees reluctant to put forward new ideas. Innovation is often seen as a deviation from standard operating procedures, rather than as a solution to increasing work effectiveness. This results in minimal employee initiative in offering improvements to the health care system within the Indonesian National Police. This results in the aspirations and needs of medical staff not being conveyed, leading to low work motivation and a lack of ownership. The highly hierarchical command structure of the Indonesian National Police often makes decision-making slow and limited to structural officials, which impacts lower-level medical personnel's ability to innovate or take initiative in medical services in the field. Individual and team performance evaluations are not conducted openly and comprehensively, or are merely formalities, resulting in errors or weaknesses in medical services not being quickly corrected, and service quality tends to stagnate.

Based on the theoretical description, the gaps in previous research and the phenomena that occurred, the author is interested in re-examining and taking the title *The Influence of Situational Leadership, Competence and Organizational Culture on the Performance of Civil Servants at the Indonesian National Police (PNPP) with Work Motivation As an Intervening Variable in the Southeast Sulawesi Regional Police's Biddokkes Work Unit*.

2. Literature review

2.1. Situational leadership

Situational leadership is a leadership theory developed by Hersey and Blanchard. This style of leadership emphasizes the criteria of the leader and the situation. Situational leadership is where the leader attempts to unite the thoughts of the main figures to create behavior based on the existing situation and focused on subordinates or other employees (Thaha, 2012). A person's willingness and ability to be responsible for their own behavior is a form of maturity in situational leadership. Situational leadership can be said to be an ideal leadership style because it considers the abilities and maturity of those being led. Leaders with this style usually have long experience in leading an organization, so they are able to apply various leadership styles simultaneously.

2.2. Competence

Experts define competence in various ways, including the following: Boyatzis (1982) asserts that competence is a fundamental personal trait that is causally related to effective work performance, that is, changes in one variable cause changes in other variables. Competence is the ability to utilize various cognitive resources to effectively handle certain situations.

Leboterf (1998) argues that competence is the ability to mobilize, integrate, and manage these resources rather than being the resource itself in the sense of knowing whether to act, knowing whether to achieve it, or having an attitude. The definition of competence according to Jackson and Schuler (2003) is "the skills, knowledge, abilities and other characteristics that a person needs to do a job effectively."

Yusoff & Armstrong (2012) define competence as the right combination of knowledge, experience, positive attitudes and traits, and technical and functional abilities to perform a task.

2.3. Organizational culture

Davis (in Lako, 2004: 29) states that organizational culture is a pattern of beliefs and values understood, internalized, and applied by members of a government organization. This provides meaning and forms the basis for behavior within the organization. Similarly, Mangkunegara (2005: 113) states that organizational culture is a set of assumptions, beliefs, values, and norms developed within a government organization as a guideline for the behavior of its members in facing challenges both externally and internally.

Thus, it can be concluded that organizational culture is a pattern of beliefs and values that are believed in and experienced by all members of a government organization in carrying out their duties, and functions as a way to understand, think and feel about various problems faced, thus forming values or rules within the organization.

2.4. Work motivation

Hasibuan (1994) stated that motivation is the driving force that creates enthusiasm for work, encouraging individuals to work collaboratively, effectively, and integrately in an effort to achieve satisfaction. Work motivation can vary; some employees are motivated by high wages even if the work is unethical, while others are motivated by a sense of security. However, the best motivation is that which comes from conscience, as this determines whether an individual's behavior is good or bad.

2.5. Employee performance

According to Rivai (2005), performance is the overall outcome or level of success of an individual during a specific period in carrying out tasks, compared to various possibilities such as work standards, targets, or agreed-upon criteria. Employee performance influences the extent to which they contribute to government organizations. Therefore, improving individual and group performance is a primary focus in enhancing the performance of government organizations, as expressed by Mathis & Jackson (2002).

2.6. Conceptual framework

The conceptual framework used in this research is as follows:

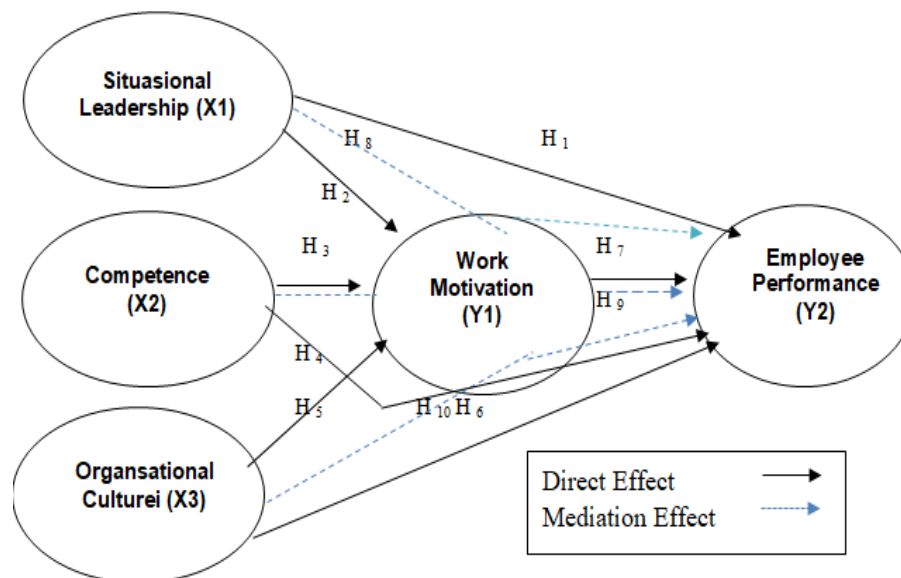


Fig. 3.1: Conceptual Framework.

2.7. Research hypothesis

The hypotheses that can be formulated in this research are as follows:

H1: Situational leadership has significant effect on employee performance

H2: Situational Leadership has significant effect on Motivation.

H3: Competence has significant effect on work motivation.

H4: Competence has significant effect on employee performance.

H5: Organizational culture has significant effect on work motivation.

H6: Organizational culture has significant effect on employee performance.

H7: Work motivation has significant effect on employee performance.

H8: Work Motivation mediates the relationship between Situational Leadership and Employee Performance.

H9: Work Motivation mediates the Relationship between Competence and Employee Performance

H10: Work Motivation mediates the relationship between Organizational Culture and Employee Performance.

3. Method

3.1. Location and time of research

This research was conducted at the Southeast Sulawesi Regional Police's Medical and Health Unit in Kendari City and at the Polyclinic within the jurisdiction of the Southeast Sulawesi Regional Police. The research began after the proposal examination. explanatory descriptive research with a survey method , where this research aims to find causal relationships between variables through hypothesis testing by testing and analyzing the role of motivation as a mediating variable between leadership and organizational culture on the performance of civil servants at the Indonesian National Police in Biddokkes Polda Sultra and its ranks in the Southeast Sulawesi region.

3.2. Data types and sources

The data sources used in this study are primary data and secondary data. According to Husein Umar (2013), primary data is data obtained from primary sources, either from individuals, such as interviews or questionnaires. Secondary data, on the other hand, is data that has been further processed and presented by either the primary data collector or another party.

The types and sources of data used in this study are secondary data in the form of the number of employees, organizational structure and civil servant profile data at the Indonesian National Police in the Southeast Sulawesi Regional Police Medical Center, while primary data is data directly obtained from respondents in the form of direct answers to questionnaires given to civil servants at the Indonesian National Police in the Southeast Sulawesi Regional Police Medical Center.

3.3. Research population and respondents

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn (Sugiyono, 2013).

The population in this study was civil servants at the Indonesian National Police (Polri) in the Southeast Sulawesi Regional Police's Medical and Health Unit. The population in this study consisted of all civil servants and Polri, totaling 135 people.

The respondents of this research were the entire population of 135 employees and police officers who met the requirements and were used as research respondents.

3.4. Data analysis techniques

In quantitative research, data analysis is an activity carried out after data from all respondents or other data sources has been collected. According to Sugiyono (2012), there are two types of statistics used for data analysis in research: descriptive statistics and inferential statistics.

3.4.1. Descriptive statistics

Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is without the intention of making conclusions that apply to the public or generalizations. To answer the description of each research variable, the average respondent's answer to each statement/question must be known. According to Umar (2011), the average score can be determined using the formula: The number of respondents' answers divided by the number of respondents. Once the average score is known, the results are entered into a continuum line with the tendency for respondents' answers to be based on the average score value. The scale range categories of respondents' statements refer to the opinion of Cooper & Shindler (2006) as presented in the following table:

Table 4.3: Category of Average Assessment of Respondents' Questions

| Interval | Category |
|-------------|----------------------------|
| 1.00 - 1.49 | Strongly disagree/very bad |
| 1.50 - 2.49 | Disagree/ Not Good |
| 2.49 - 3.49 | Neutral/Good Enough |
| 3.49 - 4.49 | Agree/ good |
| 4.50 - 5.00 | Strongly agree/ Very good |

Source: Cooper & Shindler (2006).

3.4.2. Inferential statistics

Inferential statistics is a data analysis technique used to determine the extent of similarity between results obtained from a sample. The type of inferential statistics used in this study is the t-test, which is used to determine whether groups of scores have significant differences in the level of choice probability. To determine the value of the t-test, the research data was analyzed using SmartPLS version 3.0 software.

4. Results

4.1. Data analysis and hypothesis testing

4.1.1. Inferential statistical data analysis

Testing Outer Model (Measurement Model)

Testing the outer model (measurement model) is an assessment of the reliability and validity of research variables. There are three criteria for assessing the outer model : convergent validity, discriminant validity , and composite reliability. The results of testing using Smart-PLS Version 3.2.9 , which produced outer loadings, can be seen in Table 5.1. explained that the outer loading results for all

indicators are reflective, none of which have a loading of less than 0.50 ($OL < 0.50$), so that the model does not need to be re-estimated by removing the indicators.

Table 5.1: PLS Measurement Model

| Variables | Indicator | Factor Loading Value | Cronbach's alpha | Average Variance Extracted |
|-----------------------------|-----------|----------------------|------------------|----------------------------|
| Situational Leadership (X1) | X1.1 | 0.940 | 0.930 | 0.827 |
| | X1.2 | 0.878 | | |
| | X1.3 | 0.872 | | |
| | X1.4 | 0.945 | | |
| Competence (X2) | X2.1. | 0.866 | 0.860 | 0.776 |
| | X2.2. | 0.898 | | |
| | X2.3 | 0.877 | | |
| | X3.1. | 0.918 | | |
| Organizational Culture (X3) | X3.2. | 0.890 | 0.966 | 0.832 |
| | X3.3 | 0.952 | | |
| | X3.4. | 0.898 | | |
| | X3.5. | 0.889 | | |
| | X3.6 | 0.939 | | |
| Work Motivation (Y1) | X3.7 | 0.899 | 0.898 | 0.830 |
| | Y1.1. | 0.919 | | |
| | Y1.2. | 0.931 | | |
| | Y1.3 | 0.882 | | |
| Employee Performance (Y2) | Y2.1. | 0.735 | 0.972 | 0.803 |
| | Y2.2. | 0.948 | | |
| | Y2.3 | 0.937 | | |
| | Y2.4. | 0.882 | | |
| | Y2.5. | 0.947 | | |
| | Y2.6 | 0.898 | | |
| | Y2.7. | 0.921 | | |
| | Y2.8. | 0.828 | | |
| Y2.9 | 0.933 | | | |
| | Y2.10. | 0.908 | | |

Source: Processed Primary Data, 2025.

The results of the Linearity test of the relationship between variables are presented briefly in the following table:

Table 5.2: Linearity Assumption Testing

| Independent Variables | Dependent Variable | Testing (α) = 0.05) | Test Results |
|--|--|------------------------------|-----------------------|
| Situational Leadership (X ₁) | Work motivation (Y ₁) | 0,000 | Significant Linearity |
| Competence (X ₂) | Work motivation (Y ₁) | 0,000 | Significant Linearity |
| Organizational Culture(X ₃) | Work motivation (Y ₁) | 0,000 | Significant Linearity |
| Work Motivation (Y ₁) | Employee performance (Y ₂) | 0,000 | Significant Linearity |
| Situational Leadership (X ₁) | Employee performance (Y ₂) | 0,000 | Significant Linearity |
| Competence (X ₂) | Employee performance (Y ₂) | 0,000 | Significant Linearity |
| Organizational Culture (X ₃) | Employee performance (Y ₂) | 0,000 | Significant Linearity |

Source: Processed Primary Data, 2025.

Table 5.2 above shows that all relationships between variables contained in the structural model are linear, so the linearity assumption in PLS analysis is met. Linearity testing is carried out to determine whether two variables have a significant linear relationship or not. This test is used as a prerequisite in correlation analysis or linear regression. Testing in SPSS uses the Test for Linearity with a significance level of 0.05. Two variables are said to have a linear relationship if the significance (Linearity) is less than 0.05, as can be seen in Appendix 5.

4.1.2. Structural model or inner model testing

Structural model testing or inner model is evaluated by looking at the R² value of the latent variable using the Geisser Q Square test, then looking at the magnitude of the structural path coefficient. The stability of the estimate of the structural path coefficient is evaluated using the t-statistic test obtained from the bootstrapping procedure. Inner model testing can be seen from the R-Square on the equation between latent variables. The results of the R-Square calculation can be seen in Table 5.1 5.

Table 5.3: R-Square Calculation Results

| Information | R-square |
|--|----------|
| Work Motivation (Y ₁) | 0.556 |
| Employee performance (Y ₂) | 0.588 |

Source: Processed primary data, 2025.

Based on the calculation results in Table 5.3, to test the feasibility of the model, the total determination coefficient (Q²) is used. Q-square measures how well the observation values produced by the model and also the parameter estimates (Ghozali, 2006). The Q-square value is greater than at zero (0) indicates that the model has a value of predictive relevance, while a Q-square of less than zero (0) indicates that the model has less predictive relevance. To determine the Q-square value, the following formula is used:

$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2)$$

The Q-square calculation using the R-square data in the three models above can be done as follows:

$$Q^2 = 1 - (1 - 0.556) * (1 - 0.588) = 0.1829$$

Q2 = 0.817

Based on the Q-square (Q2) calculation, the Q-square value obtained was 0.817. This figure can be interpreted that the research model can explain 81.70% of the contribution of the influence of the variables of Situational Leadership, Competence and Organizational Culture on Work Motivation and Employee Performance by 81.70%, so that the model that has been built has a predictive relevance value or a fairly accurate level of prediction.

4.1.4. Hypothesis testing and direct effect coefficient

Hypothesis testing in this study includes five direct and two indirect hypotheses. These hypotheses will be tested using the structural equation method with the PLS (Partial Least Square) approach, by testing the significance of the path coefficients in the model. The PLS approach is used to test complex hypotheses by calculating the influence of independent (exogenous) variables on a dependent (endogenous) variable. The detailed results of this study can be seen in Table 5.4.

Table 5.4: Recapitulation of Research Results

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Note: |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|-------------|
| Organizational Culture -> Employee Performance | 0.615 | 0.635 | 0.173 | 3,554 | 0.000 | Significant |
| Organizational Culture -> Work Motivation | 0.103 | 0.005 | 0.174 | 2,940 | 0.004 | Significant |
| Situational Leadership -> Employee Performance | 0.146 | 0.148 | 0.195 | 2,260 | 0.000 | Significant |
| Situational Leadership -> Work Motivation | 0.246 | 1,224 | 0.265 | 5,028 | 0.000 | Significant |
| Competence -> Employee Performance | 0.153 | 0.126 | 0.112 | 2,372 | 0.000 | Significant |
| Competence -> Work Motivation | 0.106 | 0.102 | 0.065 | 2,624 | 0.000 | Significant |
| Work Motivation -> Employee Performance | 0.060 | 0.067 | 0.148 | 2,407 | 0.003 | Significant |

Source: Primary data processed 2025.

These results indicate that organizational culture has a positive and significant influence on employee performance. A coefficient value of 0.615 indicates that the better the organizational culture implemented, the higher the employee performance. The influence is considered strong, and the high T-statistic value (3.554) confirms that this relationship is highly significant.

The coefficient of the relationship between organizational culture and work motivation is positive but very small (0.103), meaning its influence is practically weak. However, the T-statistic of 2.96 (> 1.96) confirms that this relationship is statistically significant. In other words, organizational culture has a significant influence on work motivation.

Situational leadership has a positive and significant effect on employee performance. A coefficient of 0.146 indicates a modest but still significant effect. A t-statistic of 2.260 (>1.96) confirms this relationship is significant. This means that the better the implementation of situational leadership, the higher the employee performance, although not as strong as the influence of organizational culture.

Table 5.1 7 below will illustrate the indirect influence between research variables, to prove whether the indirect influence or mediation has a role or not, the results of the analysis can be seen in the SmartPLS 3.2.9 output results in the following Indirect Effects table:

Table 5.5: Indirect Influence between Research Variables

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Note: |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|-------------|
| Organizational Culture -> Employee Performance | 0.060 | 0.062 | 0.011 | 1.986 | 0.002 | Significant |
| Situational Leadership -> Employee Performance | 0.062 | 0.069 | 0.052 | 1.988 | 0.013 | Significant |
| Competence -> Employee Performance | 0.106 | 0.108 | 0.058 | 2,345 | 0.000 | Significant |

Source: Primary data processed 2025.

5. Discussion

5.1. Situational leadership influences employee performance

Based on the results of the study, it shows that situational leadership has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police Health Service Unit. This significant influence shows that situational leadership is a factor that truly provides a real contribution. This means that the success of employees in carrying out tasks, achieving targets, demonstrating discipline, and providing optimal service is greatly influenced by the leadership's ability to manage and direct them according to the situation at hand. In other words, the quality of adaptive leadership is one of the main keys to the formation of productive, effective, and professional employee performance at the Southeast Sulawesi Regional Police Health Service Unit.

These findings indicate that a leadership style that adapts to task conditions and employee readiness levels is a factor that significantly contributes to improved performance. This is consistent with the average value of situational leadership indicators, which are in the good category, where the highest average indicator is seen in the aspect of providing clear direction, appropriate support, and delegation of tasks when employees are deemed capable. This highest average value indicates that employees feel the presence of a leader who

actively directs them in certain situations, but still provides space for employees to work independently when their competence is sufficient. This condition creates a directed, supportive work environment and motivates employees to perform optimally.

These findings also have practical implications for the leadership of the Southeast Sulawesi Regional Police's Health and Medical Unit (Satker Biddokes Polda Sultra), who need to continue developing their ability to read situations and employee characteristics, and be able to determine the right leadership style at the right time. If employees still need direction, leaders must be firm and provide instructions. Conversely, if employees are competent and independent, leaders need to provide space for delegation. These findings reinforce that a single leadership style model cannot be applied in all situations. Therefore, in the context of the Southeast Sulawesi Regional Police's Health and Medical Unit, the application of appropriate situational leadership has been proven to not only increase work effectiveness but also strengthen employee discipline, motivation, and the overall quality of service.

Situational leadership is a leadership theory developed by Hersey and Blanchard. This theory places greater emphasis on the criteria of the leader and the situation. Situational leadership seeks to integrate the thoughts of key figures to create behavior that is situation-based and focused on subordinates or other employees.

Some previous research results that focus on situational leadership and performance are according to Hassan et al. (2024) This study examines the influence of principals' situational leadership styles on teacher performance at the secondary school level. The results indicate that an adaptive and situationally responsive leadership style can significantly improve teacher performance. Emphasis on effective communication and teacher empowerment is key to creating a productive work environment. Furthermore, according to Said, Triatmanto, & Sunardi (2024), states that a leader's ability to provide appropriate direction according to the situation contributes significantly to improving organizational performance. Well-managed change also reinforces this positive impact. Sipahutar et al. (2024) stated that their research results showed that situational leadership style had a positive and significant influence on soldier performance. Situational leadership style was shown to have a dominant influence, emphasizing the importance of leader adaptation to the conditions and needs of members. Alabduljader (2022) examined the role of situational leadership in improving organizational performance during the COVID - 19 pandemic among Kuwaiti SMEs. The findings suggest that leaders who adapt their leadership style to the crisis situation can maintain and even improve organizational performance. Strategic adaptation and effective communication are key success factors.

Pigola et al., (2024) Her research examines the situational challenges of transformational leadership on team performance in a Brazilian corporate environment. The results show that leaders who are able to inspire and adapt their approach to specific situations can significantly improve team performance. Flexibility and empathy are key in facing dynamic challenges. Khaleel et al., (2024) compares situational leadership styles with contemporary leadership practices in public schools. Findings indicate that a leadership style that adapts to specific situations can improve teacher performance and job satisfaction. An emphasis on empowerment and open communication are important factors in creating an effective work environment.

Furthermore, Ariyanti et al. (2024) examined the influence of the physical environment, situational leadership, and work motivation on teacher performance. The results showed that a supportive physical environment and effective situational leadership can increase work motivation, which in turn improves teacher performance. A holistic approach encompassing both physical and psychological aspects has proven effective. Setiawan et al. (2024) This study examined the influence of leadership style on employee performance. Findings indicate that a leadership style tailored to needs and situations can significantly improve employee performance. Adapting leadership style to the organizational and individual context is a key factor in achieving optimal performance.

Aburumman & Alrweis (2024) This study used a longitudinal approach to assess the relationship between leadership styles and job performance, with career satisfaction and job satisfaction as mediators in the Jordanian hospitality sector. The results indicate that transformational and transactional leadership styles have a significant positive effect on job performance, with career and job satisfaction acting as strong mediators. Dawood & Gren (2024) This study explores prototypical leadership in agile software development. Findings indicate that leaders perceived as representing the team's values and characteristics are more effective in improving team performance. Leadership that emerges from within the team and aligns with shared values contributes to overall team success.

In contrast to the results found by Simbolon, R., & Kartika, D. (2024) His research examined the influence of situational leadership on teacher performance. The results showed that most studies reported a significant influence, but situational leadership showed insignificant results. on teacher performance, especially due to contextual variables such as organizational culture and individual resistance. Furthermore, Majidah, Rachmawati, & Karnawati (2024) This study examined the influence of situational leadership style and work motivation on teacher performance. The results of the study showed that situational leadership style and work motivation did not have a significant effect on teacher performance.

5.2. Situational leadership influences work motivation

The results of the study indicate that situational leadership has a positive and significant effect on work motivation. This indicates that the better the implementation of situational leadership by superiors, the higher the work motivation felt by employees. This means that a leadership style that is able to adapt to the situation, task requirements, and employee maturity level provides a strong psychological boost to employees at the Southeast Sulawesi Regional Police Health Work Unit to work with more enthusiasm, enthusiasm, and responsibility. When leaders are able to provide clear direction when needed, support when employees face difficulties, and trust when employees are able to work independently, these conditions increase employee self-confidence and work readiness, so that work motivation grows naturally.

These findings confirm that the better the implementation of situational leadership by leaders, the higher the work motivation felt by employees. This relationship is clearly visible in the average value of situational leadership indicators, where the indicator with the highest average is the aspect of providing appropriate direction and support according to employee needs. This high average value reflects that employees feel the presence of leaders who are able to adjust their leadership style according to the demands of the situation, both when employees need direct instructions and when they need emotional support in dealing with work pressures. This clarity of direction and appropriate support are the main triggers for the birth of stronger work motivation.

The results of the study indicate that situational leadership has a positive and significant influence on employee work motivation. This finding indicates that the more appropriate and adaptive the leadership style implemented by the leader, the higher the employee work motivation. The effectiveness of this leadership style is closely related to the demographic characteristics of the employees of the Southeast Sulawesi Regional Police's Health Service, indicating that the work environment is indeed conducive to the implementation of flexible and responsive leadership to individual conditions. In terms of gender, the majority of respondents were male, who in many literatures are described as more responsive to clear, structured, and task-oriented leadership styles. In the context of Health Service, which demands discipline and readiness in the field, from health services to rapid response in emergency situations, a situational

leadership style that is able to balance direction, support, and delegation becomes very relevant. Firm yet flexible leaders have been shown to increase the confidence, enthusiasm, and work spirit of male employees in carrying out their duties.

Age characteristics also play a significant role. Most employees are between 30 and 49, a middle-aged group that generally possesses emotional maturity, work experience, and the ability to manage stress well. This age group tends to require leaders who provide space for growth and independent work, while still providing support when facing challenges. Situational leadership, which adapts its style between instruction and support, has been shown to align with the professional development needs of mature employees, contributing to increased work motivation. Furthermore, variations in employee tenure further reinforce the relevance of situational leadership. With the majority of employees having less than 10 years of service and some with more than two decades of experience, their leadership style needs differ. New employees require more direction, while those with intermediate experience require guidance and support, while senior employees are more motivated when given trust and delegation. The flexibility of situational leadership, in adapting its approach based on each employee's level of readiness, makes it a highly effective factor in increasing work motivation.

A relatively high level of education also contributes to the effectiveness of situational leadership. With a predominance of bachelor's and some postgraduate degrees, employees possess analytical skills and a strong understanding of their duties and responsibilities. Highly educated employees tend to perceive support, trust, and delegation from their leaders as recognition of their competence. This creates stronger intrinsic motivation, especially when leaders employ adaptive leadership styles tailored to the needs of the situation and individual abilities.

The implication is that organizations need to ensure that leaders are competent in reading employee situations, understanding team psychological dynamics, and adopting an appropriate leadership style. With effective situational leadership, employees will feel more valued, cared for, and more motivated to perform optimally. Leadership plays a crucial role in shaping employee motivation in an organization. An effective leader not only provides direction but also inspires their team, influencing morale, job satisfaction, and even the quality of their work life. A leader's ability to manage and direct team members contributes significantly to organizational success. By providing the right motivation, leaders can boost employee morale, which in turn positively impacts their performance. Therefore, it can be concluded that leadership has a significant influence on employee motivation.

Research findings indicate that situational leadership has a positive influence on work motivation across various sectors. Research by Restalillah et al. (2024) found that situational leadership increased teacher motivation, satisfaction, and commitment in Jambi. Hermawan et al. (2023) demonstrated that situational leadership style and the work environment significantly contributed to the motivation and work discipline of civil servants. Susilawati and Raharja (2025) confirmed that situational leadership influences teacher productivity through increased motivation. Meanwhile, Fawaid et al. (2025) identified that work motivation mediates the relationship between situational leadership, satisfaction, and organizational culture on hospital employee performance, although the direct effect of leadership on motivation was insignificant. Finally, Lestari and Sulistyowati (2025) confirmed that situational leadership style and motivation jointly increase employee productivity in the garment industry. Overall, these findings strengthen the position of situational leadership as an effective approach in boosting employee motivation and performance across various organizational contexts.

5.3. Competence influences work motivation

The results of the study indicate that competence has a positive and significant effect on employee work motivation at the Southeast Sulawesi Regional Police's Biddokes work unit. This suggests that the better the competence possessed by employees at the Southeast Sulawesi Regional Police's Biddokes work unit, the greater the impact on employee work motivation.

Empirically, the results of this study indicate that employees at the Southeast Sulawesi Regional Police's Health Service Work Unit who possess excellent competency, both in terms of knowledge, technical skills, and behavioral abilities, tend to have higher work motivation. Employees who understand their duties well, master police health service procedures, and possess technical skills in accordance with operational standards will feel more confident in carrying out their work. This self-confidence fosters internal motivation because employees feel capable of completing assigned tasks effectively without significant obstacles.

Furthermore, these findings illustrate that employees with good competencies tend to work more smoothly, complete tasks on time, and receive recognition for their performance. The experience of successfully completing work (a sense of achievement) is a key driver of increased work motivation. Employees with adequate technical skills and knowledge also tend to adapt more easily to procedural changes, accept additional tasks, and demonstrate a strong commitment to their work units. This is empirically evident in faster, more precise, and higher-quality service activities in health service units within the Southeast Sulawesi Regional Police.

Competent employees demonstrate a more proactive, disciplined, and responsible work attitude. They are more ready to take initiative, more motivated to improve service quality, and more easily motivated by non-material factors such as recognition, trust, and opportunities for self-development. Within the Southeast Sulawesi Regional Police's Health Service Unit, employees who master professional health skills such as medical treatment, health administration, and police SOP-based services appear to have a stronger drive to provide the best service to both police officers and the public. This empirical evidence demonstrates that competence not only improves work ability but also acts as a psychological stimulus that significantly boosts employee work motivation.

Competence has a positive and significant influence on employee work motivation at the Southeast Sulawesi Regional Police's Health and Medical Unit. This finding indicates that the higher an employee's competency, whether in terms of knowledge, skills, or professional attitude, the higher their perceived work motivation. This relationship is particularly relevant when compared to the characteristics of the respondents, which demonstrate that the majority of employees are in demographic and professional settings that support optimal competency development.

Competence is a key factor in increasing work motivation. Having competencies that align with the tasks assigned to them will boost their work ethic. Competence, which encompasses the knowledge, skills, and attitudes possessed by employees, enables individuals to carry out their work tasks with greater confidence and effectiveness. When individuals feel capable and in control of their work, they naturally develop self-confidence and job satisfaction. This increases work motivation both intrinsically, the internal drive to achieve, and extrinsically, such as the desire for recognition or recognition. Competent individuals tend to experience greater success in their work, which further strengthens their sense of accomplishment and builds motivation to continuously improve performance.

Research results show that competence has a significant influence on work motivation. Studies by Noll et al. (2020) and Lintunen et al. (2025) emphasize the importance of matching individual competencies with job demands to maintain intrinsic motivation. Empirical research such as that conducted by Wijaya, Mulyanah, and Kusumapradja (2024) and Tajudin et al. (2023) also reveals that competence plays a crucial role in increasing work motivation, which ultimately has a positive impact on employee performance. Furthermore, competence acquired through training and development has been shown to increase motivation, as found by Andayani and Hirawati (2021) and Saputra & Ong (2024).

In addition to its direct impact on motivation, competence also mediates the relationship between other variables and performance. Hambali et al. (2022) and Sulistyowati et al. (2024) highlight how work motivation, influenced by competence, can improve employee productivity and career development. Another study by Agustin (2020) also supports the finding that competence not only increases motivation but also enhances work discipline, contributing to optimal performance. Overall, empirical evidence from these studies indicates that competence is a key factor in building sustainable work motivation and improving overall work outcomes.

5.4. Competence influences employee performance

The results of the study indicate that competence has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police's Health Service Unit. This indicates that the better the employee's competence, the better the employee's performance at the Southeast Sulawesi Regional Police's Health Service Unit. The results of the study indicate that competence has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police's Health Service Unit. This finding indicates that the higher the level of knowledge, skills, and professional attitudes of employees, the better the quality of their performance. In the context of police health service tasks, mastery of competence is an important factor that determines the accuracy, precision, and speed of employees in completing work. Therefore, good competence creates professional encouragement that directly contributes to improving employee performance.

The correlation between the results of this study and the age characteristics of the respondents indicates a very favorable situation. The majority of employees are in their productive age groups, namely 30–39 and 40–49 years old. This age group generally possesses professional maturity, strong analytical skills, and sufficient experience to develop technical and administrative competencies. With these abilities, employees of productive age tend to be able to apply knowledge and skills to optimally complete tasks. This explains why competency has a significant impact on performance, as mature employees are more likely to maximize their competencies in their work. In terms of tenure, most employees have less than 10 years of experience. This group of employees is in the professional capacity development stage, so competency enhancement significantly impacts their performance. Employees with longer tenure also tend to develop competencies through continuous experience. Thus, the combination of new and senior employees creates a work dynamic in which strong competencies, whether developed through training or experience, are key to effective performance. This variation in tenure reinforces the finding that competency is a critical factor driving optimal performance in the Health Service Work Unit.

Respondents' educational level also significantly contributed to strengthening the influence of competency on performance. The majority of employees held a bachelor's degree, and some held postgraduate degrees. This relatively high level of education allows employees to more easily understand standard operating procedures, absorb technical information, and apply knowledge in medical service and administrative tasks. Employees with higher education tend to demonstrate strong analytical skills, a readiness to learn, and an openness to innovation. Therefore, their competencies directly translate into more focused, effective, and high-quality performance.

Competence is a combination of knowledge, skills, and attitudes needed to effectively perform tasks. Individuals with high competence are better able to perform their jobs efficiently, with minimal errors, and in accordance with organizational targets. This has a direct impact on improved performance, both individually and as a team. Competence also plays a role in increasing adaptability to change, accelerating decision-making, and fostering a proactive and innovative attitude in problem-solving. In other words, the higher a person's competence, the higher their performance potential (Mangkunegara, 2018; Sutrisno, 2020).

Various studies have shown a positive and significant relationship between competence and performance. Wibowo (2021) stated that job competence directly influences employee performance, particularly in bureaucratic environments and the public service sector. Furthermore, appropriate training and competency development have been shown to increase motivation and job satisfaction, leading to increased productivity. Therefore, improving employee competence is a crucial strategy in human resource management for achieving optimal organizational performance.

Yolanda, R., Hidayat, S., & Hamidah, H. (2024) found that skill and attitude competencies have a significant influence on employee performance at PT. Nikomas Gemilang, while knowledge competencies have no significant influence. Arfandi, A., Devitha, CTP, & Purnamawati, CR (2023) stated that no significant differences were found in teacher competency based on certification, but there were significant differences in teacher performance based on certification, with PPG certified teachers showing the highest performance. Then according to Pangestika, P., Daud, I., Juniwati, J., Fauzan, R., & Fitriana, A. (2023) The results of the study indicate that training and development have a positive and significant influence on employee performance with competence as a mediating variable. Wicaksono, W., et.al. (2021) stated that competence and career development have a significant influence on employee performance. According to Saputra, RA, et.al. (2024) stated that competence, training, and career development have a significant influence on the performance of members of the Surabaya Hanudnas Training Center, with career development as the dominant factor. Malik, S., et.al. (2023) showed that competence and work discipline have a significant influence on the performance of government employees. Timbul H Manullang, H., & Farida Ferine, K. (2024) stated that competence has a positive and significant influence on employee performance, with the quality of human resources as the main supporting factor. Chen, T.-L., Goodman, D., Morrison, A., & Wang, M.-J. (2023) stated that there is a perception gap between students and industry practitioners regarding language competence, which affects the competitiveness and employability of graduates. Hu, W., & Chan, CKY (2025) found that Developing a behavior-based evaluation framework to assess virtual teamwork competencies is important for digital collaboration in professional and academic environments. Masaev, S., Dorrer, G., Minkin, A., Bogdanov, A., & Salal, Y. (2024) assessing the implementation of universal competencies in Russian educational institutions, with integral performance indicators as a measure of effectiveness.

This contrasts with Rosmaini and Tanjung (2019), who found that competency had no significant effect on employee performance at the Public Works and Public Housing Agency of Aceh Tamiang Regency. Furthermore, according to Wibowo et al. (2021), examined the influence of competence on the performance of State Civil Apparatus (ASN) at the Regional Financial and Asset Management Agency of the Ministry of Agriculture. The results showed that competence did not significantly influence ASN performance, indicating that other factors may be more dominant in influencing performance. Astriyani et al. (2021) stated that the competence variable has a positive but insignificant influence on performance.

5.5. Organizational culture influences work motivation

The results of the study indicate that Organizational Culture has a positive and significant effect on motivation. This means that the better the implementation of organizational culture in the Southeast Sulawesi Regional Police's Biddokes Work Unit, the more it will impact the increase in employee work motivation in the Southeast Sulawesi Regional Police's Biddokes Work Unit. The results of the study indicate that organizational culture has a positive and significant effect on employee work motivation in the Southeast Sulawesi Regional

Police's Biddokes Work Unit. This finding indicates that the stronger the values, norms, and work patterns that are upheld together in the organization, the higher the employee work motivation. In the context of the Southeast Sulawesi Regional Police's Biddokes, Organizational culture is reflected through discipline, compliance with procedures, inter-unit cooperation, and commitment to police health services. This culture provides direction, stability, and a sense of togetherness for employees, thus creating a work atmosphere that supports the emergence of intrinsic and extrinsic motivation. Employees are more motivated to work optimally because they understand the standards that must be achieved and feel like an important part of the ongoing work system.

The empirical situation of employees at the Southeast Sulawesi Regional Police's Medical and Health Unit (Satker Biddokes) shows that organizational culture is a crucial foundation for shaping and enhancing work motivation. With a productive, highly educated workforce with diverse work experience, and working in an environment that demands high levels of discipline and cooperation, the implementation of a strong organizational culture fosters a sense of belonging, commitment, and drive to perform optimally. This empirically explains why organizational culture has been shown to have a positive and significant impact on employee work motivation. Organizational culture is a crucial factor that can influence employee motivation. A strong and positive culture creates a supportive work environment, encouraging employees to excel and feel engaged in their work. A well-developed organizational culture provides guidance for members in interacting and facing challenges both inside and outside the organization. When employees feel the encouragement and support of a healthy organizational culture, this increases their motivation to achieve shared goals. Thus, it is clear that organizational culture influences employee motivation.

Research findings indicate that organizational culture significantly influences employee work motivation. A study by Zhang et al. (2023) highlighted how an organizational culture that supports openness and collaboration can enhance employee intrinsic motivation. Research by Lee and Kim (2022) found that an organizational culture oriented toward employee rewards and recognition positively influences work motivation. Furthermore, research by Ahmed et al. (2024) emphasized the role of an adaptive organizational culture in maintaining motivation during times of change. Suryani and Wijaya (2021) linked an inclusive organizational culture to increased employee motivation and loyalty, in their study. Another study by Patel and Singh (2020) highlighted the influence of a values-based organizational culture on enhancing work motivation. A study by Nasution et al. (2023) also demonstrated that an organizational culture that supports continuous learning can strengthen work motivation. Furthermore, Ramadhan and Santoso (2024) found a positive relationship between organizational culture and work motivation in the context of educational organizations. Research by Yilmaz and Yildirim (2022) revealed that a communicative and participatory organizational culture enhances work morale. Meanwhile, Chen and Huang (2021) emphasized the importance of an organizational culture that values work-life balance in increasing motivation. Finally, a study by Oliveira and Costa (2023) demonstrated how an innovative organizational culture fosters employee motivation and creativity. These findings reinforce the role of organizational culture as a key factor in motivating employees to achieve optimal performance.

5.6. Organizational culture influences employee performance

The results of the study indicate that organizational culture has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police Health Service Unit. This reflects that the better the implementation of organizational culture, the more it will have an impact on improving employee performance at the Southeast Sulawesi Regional Police Health Service Unit. The results of this study indicate that organizational culture has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police Health Service Unit. This finding indicates that the stronger the work culture values implemented such as discipline, cooperation, compliance with procedures, and service commitment, the higher the employee performance. Empirically, this condition is reflected in the highest average value of organizational culture indicators which are in the "Good" category, especially indicators that describe employee work attitudes and behavior (the highest average). These indicators show that employees have a high commitment to carrying out their duties, are able to maintain integrity, and demonstrate positive work behavior in carrying out police health service functions. In other words, the strongest indicators of organizational culture lie in the behavioral aspects and work values that are truly internalized by employees in their daily activities.

Thus, the research results showing a positive and significant influence of organizational culture on employee performance align with the empirical conditions of employee characteristics and are supported by the highest organizational culture indicator values. When work culture values are firmly embedded—indicated by the highest average indicator—employees are able to achieve optimal performance through discipline, cooperation, compliance with SOPs, and integrity in carrying out their duties. This explains why a good organizational culture is one of the main factors driving improved employee performance at the Southeast Sulawesi Regional Police's Health Service Work Unit.

A strong organizational culture can positively impact employee performance. In an environment where employees feel comfortable expressing their thoughts and ideas, performance tends to improve. An open and supportive organizational culture provides opportunities for employees to participate in decision-making, which fosters a sense of ownership in the organization's goals. When employees are committed to the existing culture, they are more motivated to work hard and achieve positive results. Therefore, it can be concluded that organizational culture significantly influences employee performance.

Recent research shows that organizational culture plays a significant role in improving employee and overall organizational performance. A study by Smith et al. (2023) highlighted how an organizational culture that supports innovation and collaboration can increase team productivity by up to 20%. Furthermore, research by Chen and Li (2022) revealed that an organizational culture that emphasizes open communication and recognizes individual contributions contributes to increased employee job satisfaction and performance. Another study by Kumar and Singh (2021) also found a positive correlation between a strong organizational culture and reduced turnover rates and improved company financial performance. In general, an adaptive organizational culture oriented toward shared values is key to creating a productive and efficient work environment.

Furthermore, several studies have focused on specific aspects of organizational culture, such as leadership and innovation. For example, a study by Garcia and Martinez (2023) showed that a leadership style that supports an inclusive organizational culture directly impacts employee motivation and performance. Research by Johnson and Lee (2022) also indicates that a strong culture of innovation helps organizations remain competitive and improve performance through the adoption of new technologies. Findings by Ahmed et al. (2021) further suggest that an organizational culture focused on continuous learning contributes to improved work quality and operational effectiveness. In conclusion, organizational culture is not only a supporting factor but also a key driver of organizational performance in this era of constant change.

5.7. Motivation influences employee performance

Motivation has a positive and significant effect on employee performance. This indicates that the higher the employee's work motivation, the more it will impact employee performance at the Southeast Sulawesi Regional Police's Health Service Unit. The results of the study indicate that motivation has a positive and significant effect on employee performance at the Southeast Sulawesi Regional Police's Health Service Unit. This finding indicates that the higher the employee's work motivation both intrinsic and extrinsic motivation the higher their performance. Empirically, this condition can be seen from the average value of the highest motivation indicator, namely the need for achievement with an average value of 4.19 (Good category). This indicator illustrates that employees have a strong drive to achieve the best results, complete tasks on time, and demonstrate superior work performance. This high need for achievement is the main driving force for improving the quality of employee work in the police health service sector.

The empirical conditions of the Southeast Sulawesi Regional Police's Medical and Health Unit employees also support the strong relationship between motivation and performance. The majorities of employees are of productive age (30–49 years old) with high emotional maturity and work readiness. This age group generally has a strong achievement motivation, enjoys challenges, and has a need to demonstrate their best abilities. This aligns with the highest motivation indicator, namely the need for achievement. Furthermore, the education level of employees, dominated by bachelor's and master's degree graduates, makes it easier for them to understand the importance of performance achievements, service standards, and official targets, making work motivation more easily translated into actual performance.

The findings of this study align closely with the empirical conditions of employees and the highest motivation indicator values. Employees of the Southeast Sulawesi Regional Police Medical and Health Service have a strong drive for achievement, a strong team spirit, and a desire to demonstrate professional competence. These three forms of motivation are then manifested in improved performance quality, including work discipline, speed of service, procedural accuracy, and success in carrying out police medical duties. Therefore, high work motivation is not only an internal factor but also a response to a work environment that demands physical readiness, technical skills, and high integrity, which ultimately significantly improves employee performance.

Motivation serves as the primary driver for employees in achieving expected performance. When employees have a high level of motivation, they tend to work harder and commit to achieving optimal results. Motivation is not only an internal drive but is also influenced by external factors such as leadership and organizational culture. Therefore, it is important to understand that strong motivation can directly impact employee performance, which ultimately has a positive impact on achieving organizational goals.

Research results show that work motivation has a significant influence on employee performance. A study by Smith et al. (2023) found that intrinsic motivation positively contributes to productivity and work quality in the service sector. Furthermore, research by Lee and Kim (2022) confirmed that extrinsic motivation, such as financial incentives and recognition, increases efficiency and work target achievement. Research by Garcia and Torres (2021) also revealed that a combination of intrinsic and extrinsic motivation provides the best results in increasing employee commitment and performance. A study by Zhang (2022) added that a supportive work environment and a motivating organizational culture strengthen the relationship between motivation and performance.

Another study by Johnson and Patel (2023) highlights the importance of leadership in facilitating work motivation to positively impact team performance. Meanwhile, research by Ahmed et al. (2021) in the manufacturing sector shows that appropriate training and ongoing motivation can significantly improve performance. A study by Nguyen (2023) examined the effects of work motivation in the education sector, emphasizing that motivated teachers tend to produce better teaching performance. Research by Brown and Wilson (2022) and Fernandez et al. (2023) also support the finding that work motivation is a key factor in achieving optimal performance across various industries. Overall, these studies confirm that enhancing work motivation is a crucial strategy for improving both individual and organizational performance.

5.8. Motivation mediates the relationship between situational leadership and employee performance

The results of the study indicate that situational leadership has a positive and significant mediated effect on employee work motivation at the Southeast Sulawesi Regional Police's Health and Medical Training Unit. This finding confirms that leadership quality, which adapts its style to employees' circumstances and needs, will increase their work motivation, ultimately leading to improved performance. The mediating effect of motivation shows that leadership style does not work directly, but is more effective when it successfully stimulates employees' work motivation.

Empirically, conditions at the Southeast Sulawesi Regional Police's Health and Medical Unit (Satker Biddokes) indicate that employees respond highly to leaders who are able to provide direction and support appropriate to the situation. This is in line with the highest average indicator values for the situational leadership variable, which generally fall within the aspects of "leadership's ability to adapt leadership style to the level of maturity and readiness of employees" and "providing clear direction related to tasks." High average values for these indicators indicate that employees feel their need for clear instructions and guidance has been met, thus fostering self-confidence in carrying out their duties.

The results indicate that work motivation partially mediates the relationship between situational leadership and employee performance at the Southeast Sulawesi Regional Police's Health and Medical Training Unit. This is evidenced by the presence of a significant indirect effect of situational leadership on performance through work motivation, while the direct effect of situational leadership on performance remains positive and significant after the mediator is included in the model.

In terms of mediation strength, the indirect effect through work motivation is statistically significant and moderate in magnitude, indicating that motivation plays a meaningful role in translating adaptive leadership behaviors into improved employee performance. Situational leadership enhances employees' confidence, clarity, and psychological readiness, which in turn strengthens intrinsic motivation and sustained work effort.

Recent research suggests that motivation plays a crucial role as a mediator linking situational leadership to employee performance. A study by Hernandez and Park (2023) found that an adaptive situational leadership style can increase work motivation, which ultimately has a positive impact on employee performance in the service sector. Research by Kumar et al. (2022) corroborates these findings by demonstrating that intrinsic and extrinsic motivation triggered by situational leadership significantly improves work effectiveness in a manufacturing environment. Furthermore, research by Lopez and Chen (2021) revealed that situational leadership responsive to individual needs facilitates increased motivation, resulting in significant improvements in employee performance. Other studies, such as those by Ahmed and Malik (2022) and Singh and Verma (2023), also confirm that motivation plays a crucial mediating role in the relationship between leadership and performance.

Furthermore, research by Thomas and Evans (2023) shows that motivation not only directly mediates the relationship but also strengthens the impact of situational leadership on organizational commitment, leading to better performance. A study by Zhao et al. (2022) in the education sector observed that effective situational leadership increases teacher motivation, which in turn improves their teaching performance. Other studies by Ojo and Adeyemi (2021), Fernandez and Kim (2023), and Park and Lee (2022) consistently demonstrate that motivation as a mediator has a significant influence and clarify the mechanism by which situational leadership drives optimal performance. Overall, these findings emphasize the importance of developing motivation within situational leadership strategies to improve employee performance.

5.9. Work motivation mediates the relationship between competence and employee performance

The results of the study indicate that Competence has a positive and significant effect mediated by employee work motivation at the Southeast Sulawesi Regional Police's Biddokes Work Unit. This means that good competence not only has a direct impact on improving performance, but is also able to encourage employee motivation, so that performance increases more strongly and stably. Empirically, this condition is in accordance with the average value of the competency indicator which shows the "Good" category with the highest average value being in the expertise indicator followed by attitude, which is the most dominant indicator in shaping employee competence. The highest average value on the attitude indicator, especially on items such as willingness to cooperate, sincerity in carrying out duties, and commitment to service, indicates that employees have strong affective qualities.

The findings indicate that work motivation acts as a partial mediator in the relationship between competence and employee performance at the Southeast Sulawesi Regional Police's Biddokes Work Unit. This is evidenced by the fact that competence maintains a direct and statistically significant effect on employee performance, while simultaneously exerting a significant indirect effect through work motivation. The mediation effect can be classified as partial mediation, rather than full mediation, because competence continues to influence performance directly even after the inclusion of work motivation in the model. Empirically, this suggests that competence enhances employee performance both independently through technical skills, knowledge, and professional attitudes—and indirectly by increasing employees' intrinsic motivation. In terms of mediation strength, the indirect effect through work motivation is positive and statistically significant, but its magnitude is moderate compared to the direct effect of competence on performance. This indicates that while work motivation does not fully account for the competence–performance relationship, it meaningfully strengthens and stabilizes this relationship by translating employees' abilities into sustained effort, initiative, and commitment. Practically, these results imply that competence alone is sufficient to improve performance, but its impact becomes more consistent and enduring when employees are also highly motivated. Work motivation functions as a mechanism that amplifies the practical effectiveness of competence, particularly in demanding public-sector health service settings where precision, responsibility, and service commitment are essential. The mediation analysis demonstrates that work motivation plays a supportive but significant mediating role, reinforcing the influence of competence on employee performance rather than replacing it. This finding underscores the importance of combining competency development with motivational enhancement strategies to achieve optimal and sustainable performance outcomes in public-sector organizations.

This high work motivation serves as an internal drive that encourages employees to strive harder, show initiative, persist in the face of challenges, and achieve higher work targets. Thus, competence not only directly influences performance but also indirectly through increased work motivation. This means that work motivation serves as a bridge connecting competence to achieving optimal performance. Without strong work motivation, even high competence may not be fully realized in the form of maximum work results.

5.10. Work motivation mediates the relationship between organizational culture and employee performance

The results of the study indicate that organizational culture has a positive and significant influence mediated by employee work motivation at the Southeast Sulawesi Regional Police's Biddokes Work Unit. This finding indicates that the stronger and more internalized the values of organizational culture, the higher the employee work motivation, which ultimately drives their performance improvement. This condition is in line with the descriptive results of organizational culture which are in the "Good" category, with the highest average indicator values found in the innovation and risk-taking indicators. These indicators are important drivers that make employees feel more confident and motivated in carrying out their duties.

The findings demonstrate that work motivation partially mediates the relationship between organizational culture and employee performance at the Southeast Sulawesi Regional Police's Biddokes Work Unit. This classification as partial mediation is supported by the continued direct and statistically significant effect of organizational culture on employee performance, alongside a significant indirect effect through work motivation. This result indicates that organizational culture influences performance through two complementary pathways. First, it has a direct effect, whereby shared values, norms, and behavioral expectations such as discipline, teamwork, and service orientation directly shape employee work behavior and performance outcomes. Second, organizational culture exerts an indirect effect by strengthening employees' internal motivation, which in turn enhances performance. Regarding the strength of the mediation effect, the indirect influence of organizational culture through work motivation is positive and statistically significant, but moderate in magnitude compared to the direct effect. This suggests that while work motivation does not fully explain the impact of organizational culture on performance, it plays a meaningful reinforcing role by translating cultural values into sustained effort, enthusiasm, and commitment.

Empirically, cultural dimensions related to innovation and risk-taking contribute to higher levels of work motivation by fostering a sense of trust, autonomy, and psychological safety among employees. This motivational mechanism enables employees to apply organizational values more consistently in demanding public-sector health service contexts that require rapid decision-making, precision, and accountability.

In practical terms, these findings imply that organizational culture alone is sufficient to improve employee performance; however, its influence becomes stronger, more stable, and more sustainable when employees are highly motivated. Work motivation functions as a key mechanism that amplifies the practical effectiveness of organizational culture, particularly in public-sector institutions where performance depends not only on compliance with rules but also on proactive behavior and service commitment.

Employee performance is influenced by several factors, one of which is motivation. People work because they are driven to fulfill their needs. Robbins (2002: 55) states that motivation is the desire to perform as a willingness to expend a high level of effort for the goals of a government organization, conditioned by the ability of that effort to fulfill an individual need. Motivation is important to employees in a government organization in the hope that they will work hard by providing all their abilities and skills to realize the goals of the government organization. In this case, employees have a very important role in achieving work.

Therefore, employees need to be motivated, given the importance of their presence in influencing performance. In addition to motivation, employee performance is also influenced by a well-coordinated organizational culture. Culture provides identity for members of a government organization and fosters commitment to beliefs and values greater than themselves.

6. Conclusion

Situational leadership has a positive and significant effect on the work motivation of civil servants at the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that the better the implementation of situational leadership, the more likely it is to improve employee work motivation.

Situational leadership has a positive and significant impact on the performance of civil servants at the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that the better the implementation of situational leadership, the more likely it is to improve employee performance.

Competence has a positive and significant influence on the work motivation of civil servants in the Indonesian National Police (Polri) at the Southeast Sulawesi Regional Police Medical and Health Unit. This means that the higher the competence of civil servants in the Polri at the Southeast Sulawesi Regional Police Medical and Health Unit, the greater the impact on employee work motivation.

Competence influences the performance of civil servants in the Indonesian National Police (Polri) at the Southeast Sulawesi Regional Police Medical and Health Unit. This means that the higher the competence of civil servants in the Polri at the Southeast Sulawesi Regional Police Medical and Health Unit, the greater the impact on employee performance.

Organizational culture has a positive and significant influence on the work motivation of civil servants at the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that the better the implementation of organizational culture at the Southeast Sulawesi Regional Police's Medical and Health Unit, the more likely it is to improve employee work motivation.

Organizational culture has a positive and significant impact on the performance of civil servants at the Indonesian National Police (Polri) in the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that the better the implementation of organizational culture at the Polri in the Southeast Sulawesi Regional Police's Medical and Health Unit, the more likely it is to improve employee performance.

Work motivation has a positive and significant impact on the performance of civil servants in the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that higher employee motivation will improve their performance.

Situational leadership has a positive and significant influence on employee performance. The state in the Indonesian National Police is mediated by work motivation in the Biddokkes Polda Sultra. This means situational leadership style not only is it able to improve performance, but its influence becomes much stronger when it is through work motivation as a mediating variable.

Competence has a positive and significant influence on employee performance The Indonesian National Police (Polri) is mediated by work motivation at the Southeast Sulawesi Regional Police's Medical and Health Unit. This means that employees with good competencies will feel more confident, more capable of completing tasks, and more prepared to face job demands. This naturally increases work motivation and the drive to improve performance.

Organizational culture has a positive and significant influence on employee performance state in the Indonesian National Police mediated by work motivation in the Southeast Sulawesi Regional Police's Health Service. This means a good organizational culture will increase employee motivation which will have an impact on improving employee performance ..

7. Suggestion

Leader Southeast Sulawesi Regional Police Health Service Work Unit To continuously develop adaptive leadership skills. Leaders need to be able to adapt their leadership style to the level of readiness, competence, and psychological state of their employees to create a more productive work environment. Head of the Southeast Sulawesi Regional Police's Health and Medical Training Unit It is necessary to improve the health qualifications of police officers. Continuous training can increase professionalism, self-confidence, and employee motivation in carrying out their duties. Organizational culture has been proven to increase employee motivation and performance. Therefore, it is necessary to strengthen the Polri's cultural values, which emphasize discipline, integrity, service, and teamwork. Internal activities such as socializing organizational values, sharing sessions, and internalizing professional ethics can further strengthen a productive work culture. Because work motivation plays a direct role in improving performance and mediates other variables, it is recommended that the Southeast Sulawesi Regional Police's Medical and Health Unit implement a more structured motivation system. This could include awards, objective performance assessments, career development opportunities, and fostering a supportive work environment. To strengthen the role of situational leadership, two-way communication is crucial. Head of the Southeast Sulawesi Regional Police's Health and Medical Unit It is necessary to build effective communication patterns, provide clear directions, and open up access for employees to convey ideas, obstacles, and needs in their work. Study furthermore can develop other factors that influence organizational commitment and performance Personnel other.

The findings of this study have important implications for public sector performance and governance, particularly within law enforcement health service institutions. Leaders of the Southeast Sulawesi Regional Police Health Service Work Unit are encouraged to continuously develop adaptive and situational leadership capabilities. Leadership that is responsive to employees' readiness, competence, and psychological conditions contributes to improved service effectiveness, accountability, and responsiveness key dimensions of public sector performance. From a governance perspective, enhancing the health qualifications of police personnel through continuous professional training supports the principles of capacity building, professionalism, and service quality assurance. Well-trained and competent health personnel strengthen institutional credibility and improve policy implementation related to public health services within the police organization.

Organizational culture has been empirically shown to improve both motivation and performance. Therefore, strengthening core Polri values such as discipline, integrity, service orientation, and teamwork is essential for reinforcing ethical governance and institutional integrity. Internal governance mechanisms, including the socialization of organizational values, ethical reinforcement programs, and structured knowledge-sharing forums, can foster a transparent, rule-based, and performance-oriented organizational culture.

Given that work motivation plays a direct role in improving performance and mediates the influence of leadership and organizational culture, it is recommended that the Southeast Sulawesi Regional Police Medical and Health Unit implement a structured motivation and performance management system. Policy instruments such as merit-based rewards, transparent performance appraisal, and clear career development pathways align individual performance with institutional goals and support results-based public sector management.

Furthermore, strengthening two-way communication between leaders and employees is crucial for effective governance. Open communication channels allow employees to voice ideas, challenges, and service improvement proposals, thereby enhancing participation, trust, and responsiveness. This participatory approach supports good governance principles, including transparency, inclusiveness, and accountability. Overall, these recommendations contribute to the development of evidence-based human resource policies in the public sector. By integrating adaptive leadership, competency development, strong organizational culture, and motivational systems, the South-east Sulawesi Regional Police can improve service delivery outcomes, reinforce institutional governance, and achieve more sustainable public sector performance.

References

- [1] Ade Wimbo Brasrinanto . 2022. The Effect of Leadership Style on Employee Performance Mediated by Organizational Culture and Employee Motivation Bureau of Government and Regional Autonomy Regional Secretariat East Java Province . Faculty of Economics and Business, University Dr. Soetomo, Surabaya, Indonesia a. <https://doi.org/10.25139/sng.v12i1.5688>.
- [2] Adison Adrianus Sihombing . 2024. Examining the Relationship between Servant Leadership, Organizational Commitment, and Task Performance of Lecturers around Religious Colleges . The International Journal of Educational Organization and Leadership ISSN: 2329-1656 (Print), ISSN: 2329-1591 (Online)
- [3] Ahmed, R., Khalid, S., & Abbas, M. (2024). The impact of adaptive organizational culture on employee motivation during change. *Journal of Organizational Behavior* , 45(2), 123-138. <https://doi.org/10.1002/job.2567>.
- [4] Ahmed, S., Khan, T., & Rahman, M. (2021). Learning culture and operational efficiency: Evidence from service firms. *International Journal of Operations & Production Management* , 41(4), 789-805. <https://doi.org/10.1108/IJOPM-10-2020-0696>.
- [5] Ahmed, Z., & Malik, R. (2022). Mediating effects of motivation in situational leadership and employee productivity. *Management Research Review* , 45(5), 580-597.
- [6] Andayani, TBN, & Hirawati, H. (2021). The influence of human resource training and development on employee performance at PT Pos Indonesia. *International Journal of Education, Research and Language Studies*, 5(2), 30-42. <https://radjapublika.com/index.php/IJERLAS/article/view/487>.
- [7] Ahmad Rizky Hariadi . 2022. The effect of transformational leadership on employee performance mediated by readiness to change & work motivation: A survey of PT. Karsa Utama Lestari employees . *International Journal of Research in Business and Social Science* 11(6)(2022) 252-263. <https://doi.org/10.20525/ijrbs.v11i6.1945>.
- [8] Ahmed, S., Kumar, V., & Singh, A. (2021). Continuous training, motivation, and employee productivity in manufacturing. *Industrial and Labor Relations Review* , 74(2), 275-290.
- [9] Agustin, D. (2020). The influence of competence, motivation, and work discipline on employee performance at the Kalary Sukoharjo convection company. *International Journal of Education, Research and Language Studies*, 5(1), 45-58. <https://radjapublika.com/index.php/IJERLAS/article/view/487>.
- [10] Andi Irwan .2020. The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction . *International Journal of Multicultural and Multireligious Understanding* . <https://doi.org/10.18415/ijmmu.v7i8.2007>.
- [11] Bass, B. M., & Bass, R. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications* (4th ed.). Free Press.
- [12] Bennis, W. (2009). *On Becoming a Leader* . Basic Books. <https://doi.org/10.1002/ltl.361>.
- [13] Burns, J. M. (1978). *Leadership*. Harper & Row.
- [14] Brown, K., & Wilson, D. (2022). Motivational drivers of performance in healthcare professionals. *Healthcare Management Review* , 47(1), 33-47.
- [15] Chen, Y., & Huang, C. (2021). Work-life balance culture and employee motivation: Evidence from the service sector. *International Journal of Human Resource Management* , 32(14), 2954-2973.
- [16] Chen, Y., & Li, H. (2022). Open communication and employee performance: The mediating role of organizational culture. *International Journal of Human Resource Management* , 33(7), 1345-1362.
- [17] Daft, R.L. (2010). *The Leadership Experience* (5th ed.). Cengage Learning.
- [18] Dessler, G. (2017). *Human Resource Management* (15th ed.). Pearson Education.
- [19] Drucker, P. (1954). *The Practice of Management* . Harper & Row.
- [20] Drucker, P. F. (2007). *The Effective Executive*. HarperCollins.
- [21] Fahrettin Giliç . 2024. The Mediating Role of Job Satisfaction Between Leadership and Organizational Performance and the Moderating Effect of Educational Context . ISSN 2147-0901 (Print), 2564-8020 (Online) <https://doi.org/10.22521/edupij.2024.132.4>.
- [22] Fayol, H. (1916). *General and Industrial Management* . Pitman Publishing.
- [23] Fawaid, M., Satoto, W., & Herlambang, T. (2025). *Influence of Situational Leadership, Employee Satisfaction, Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable* . Proceedings of the International Conference on Social Science and Humanity .
- [24] Fernandez, L., Martinez, J., & Lopez, P. (2023). Motivation and job performance in IT industry employees. *Journal of Technology Management* , 39(1), 15-29. <https://doi.org/10.61796/icossh.v2i1.92>.
- [25] Garcia, M., & Martinez, F. (2023). Inclusive leadership and its effect on employee motivation and organizational culture. *Leadership Quarterly* , 34(2), 117-130.
- [26] G. Ngrah Suteja Putra . 2019. Effect of Transformational Leadership and Organizational Culture on Employee Performance Mediated by Job Motivation . *International Research Journal of Management, IT & Social Sciences*.
- [27] Greenleaf, R. K. (1977). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press.
- [28] Goleman, D. (2006). *Social Intelligence: The New Science of Human Relationships*. Bantam.
- [29] Griffin, R. W. (2013). *Management* . Cengage Learning.
- [30] Handoko, T. Hani. 2007. *Management*. Yogyakarta: Faculty of Economics, Gadjah Mada University.
- [31] Hambali, NV, Harsasi, M., & Maharani, A. (2022). The influence of motivation and competence on employee performance with career development as a moderating variable. *Dinasti Publication*, 7(3), 120-130. <https://dinastipub.org/DIJEFA/article/view/4256>.
- [32] Hasibuan, MSP (2006). *Human Resource Management (Revised Edition)*. Bumi Aksara.
- [33] Hasibuan, Malayu. 2008. *Human Resource Management*. PT Bumi Aksara. Jakarta.
- [34] Hermawan, H., Suparman, H., & Widodo, A. (2023). *Situational Leadership Style and Work Environment Influences Towards Work Discipline Through Motivation* . *International Journal of Research and Innovation in Social Science*, 7(8), 2183–2187.
- [35] Hernandez, M., & Park, J. (2023). Situational leadership and employee performance: The mediating role of work motivation. *Journal of Leadership Studies* , 17(2), 110-125.
- [36] Ismatud Diyanah . 2024. The Influence of Leadership Style and Organizational Culture on Employee Performance Mediated by Work Motivation in the Multinational Company Pt. German Eta in Indonesia . *Master of Management Malang, Wisnuwardhana University, Indonesia* . <https://doi.org/10.9734/ajeba/2024/v24i41275>.
- [37] Ivancevich, J.M., Konopaske, R., & Matteson, M.T. (2018). *Organizational Behavior and Management* (10th ed.). McGraw-Hill Education.
- [38] Jeni Arni Harli T. The Influence of Leadership and Organizational Culture on the Performance of Health Personnel Mediated by Work Motivation (Study of Kendari City Hospital Health Workers) . *International Journal of Religion* ISSN: 2633-352X (Print) | ISSN: 2633-3538 (Online).

- [39] Jermias Meda . 2024. The Influence of Leadership and Organizational Culture on Employee Performance at the Ground Transportation Management Office in Region XIII of East Nusa Tenggara Province, Mediated by Work Motivation and Work Discipline . Vol. 12, no. 1, June 2024, pp. 34-49 ISSN 2088-4877. <https://doi.org/10.56457/jimk.v12i1.497>.
- [40] Johnson, D., & Lee, K. (2022). Innovation culture and organizational competitiveness in the tech industry. *Journal of Innovation Management* , 10(3), 45-60.
- [41] Johnson, P., & Patel, R. (2023). Leadership styles and motivation: Impact on team performance. *Leadership Quarterly* , 34(2), 120-134.
- [42] Judith KIS . 2023. Integrating Employee Feedback into the Continuous Improvement of Performance Management . Review of International Comparative Management Volume 24, Issue 5, December 2023.
- [43] Kumar, S., Sharma, R., & Gupta, N. (2022). The impact of situational leadership on employee effectiveness: Motivation as a mediator. *International Journal of Business Management* , 28(4), 345-362.
- [44] Lopez, A., & Chen, Y. (2021). Situational leadership, motivation, and job performance: Evidence from manufacturing industries. *Journal of Organizational Psychology* , 21(3), 215-230.
- [45] Müller, T., & Schmidt, A. (2022). Cultural factors influencing organizational agility and performance in the digital age. *Journal of Organizational Change Management* , 35(6), 1234-1249.
- [46] Nguyen, T. (2023). Teacher motivation and educational performance: A longitudinal study. *Education Research International* , 2023, Article ID 9876543.
- [47] Koontz, H., & O'Donnell, C. (1984). *Principles of Management* . McGraw-Hill.
- [48] Kouzes, J. M., & Posner, B. Z. (2007). *The Leadership Challenge* (4th ed.). Jossey-Bass.
- [49] Kumar, R., & Singh, P. (2021). Organizational culture and financial performance: A study in the manufacturing sector. *Management Science Letters* , 11(8), 2303-2310.
- [50] Kumar, S., Sharma, R., & Gupta, N. (2022). The impact of situational leadership on employee effectiveness: Motivation as a mediator. *International Journal of Business Management* , 28(4), 345-362.
- [51] Lako, Andreas. 2004. *Leadership and performance of government organizations: Issues, Theory and Solutions*. Yogyakarta: AMARA books.
- [52] Lee, J., & Kim, S. (2022). Reward-oriented organizational culture and employee motivation: A cross-sector analysis. *Human Resource Development Quarterly* , 33(1), 45-62. <https://doi.org/10.1002/hrdq.21400>.
- [53] Lee, S., & Park, J. (2021). Organizational culture and job satisfaction: The case of Korean IT companies. *Asian Journal of Business Ethics* , 10(1), 75-89.
- [54] Lee, H., & Kim, S. (2022). Extrinsic motivation and performance efficiency: Evidence from the retail industry. *International Journal of Business Performance Management* , 24(3), 180-198.
- [55] Lestari, RD, & Sulistyowati, ND (2025). *The Role of Motivation and Leadership Style in Increasing Employee Work Productivity at PT. Mainstay Mandiri Busana Boyolali* . International Journal of Economics and Management Research, 6(2), 55–64. <https://doi.org/10.55606/ijemr.v4i2.357>.
- [56] Lia Angela . 2023. The Effect of Leadership and Organizational Culture on Work Motivation and Their Implications on Teacher Performance . 1 University of Jambi, Jambi, Indonesia, 2 State Islamic Institute of Kerinci, Jambi, Indonesia.
- [57] Lintunen, E.M., Ady, N.M., Deterding, S., & Guckelsberger, C. (2025). Formal theory of competence needs in intrinsic motivation. arXiv preprint. <https://arxiv.org/abs/2502.07423>.
- [58] Lopez, A., & Chen, Y. (2021). Situational leadership, motivation, and job performance: Evidence from manufacturing industries. *Journal of Organizational Psychology* , 21(3), 215-230.
- [59] Made MULYADI . 2024. The role of Workload, Work Life Balance and Psychological towards Employee Performance through Work Stress as mediation . Vol. 25, no. 200/ May 2024. <https://doi.org/10.47750/QAS/25.200.15>.
- [60] Maxwell, J. C. (1999). *The 21 Irrefutable Laws of Leadership*. Thomas Nelson.
- [61] Mangkunegara, Anwar Prabu. 2005. *Organizational Behavior and Culture*. Bandung: PT. Rafika Aditama.
- [62] Mangkunegara, AAAP (2018). *Corporate Human Resource Management* . Bandung: Remaja Rosdakarya
- [63] Mathis Robert, Jackson John. 2002. *Human Resource Management*. Jakarta: Salemba Empat.
- [64] Mathis, R.L., & Jackson, J.H. (2016). *Human Resource Management* (15th ed.). Cengage Learning.
- [65] McDonald's Baluti . 2014. Assessing the impact of occupational health and safety, work environment, organizational culture, transformational leadership, and motivation on employee performance in the post-COVID-19 Malawi . Faculty of Economics and Business, Muhammadiyah University Purwokerto-53182-Indonesia.
- [66] Muhammad Arif Adriansyah . 2020. The Influence of Transactional Leadership Style and Work Culture on Work Performance Mediated By Work Motivation . Postgraduate Program in Faculty of Economics and Business, Brawijaya University .
- [67] Muhammad Yusuf . 2024. Influence of Organizational Culture, Leadership Style, and Discipline Toward Lecturer Performance with Motivation as Mediation . Muhammadiyah University of Makassar, Jl. Sultan Alauddin No. 259, Makassar, South Sulawesi, Indonesia.
- [68] Müller, T., & Schmidt, A. (2022). Cultural factors influencing organizational agility and performance in the digital age. *Journal of Organizational Change Management* , 35(6), 1234-1249.
- [69] Nasution, FA, Harahap, DA, & Siregar, R. (2023). Organizational culture and continuous learning: Effects on employee motivation in manufacturing firms. *Asian Journal of Business and Management* , 11(3), 78-89. <https://doi.org/10.5539/ajbm.v11n3p78>
- [70] Noll, J., Razzak, M. A., & Beecham, S. (2020). Global software development team motivation: The role of competence alignment. arXiv preprint. <https://arxiv.org/abs/2009.11603>
- [71] Nur Mubin . 2022. Revealing the role of job involvement and employee loyalty as mediating variables: The effect of servant leadership on employee performance in plastic packaging companies for bottled drinking water in the industrial area of Bekasi regency . IJBES VOL 4 NO 3 ISSN: 2687-2293. <https://doi.org/10.36096/ijbes.v4i3.349>.
- [72] Nurhalimah Nasution . 2024. Analysis of Leadership Style, Work Environment, and Motivation of Employee Performance Mediated by Organizational Culture in the Assembly Work of the National Narcotics Agency North Sumatra . International Journal of Management, Economics and Accounting Volume 2, Issue 2 December 2024 E-ISSN 3025-5627 (Online). <https://doi.org/10.61306/ijmea.v2i2.230>
- [73] Nguyen, T. (2023). Teacher motivation and educational performance: A longitudinal study. *Education Research International* , 2023, Article ID 9876543.
- [74] Oliveira, P., & Costa, M. (2023). Innovative organizational culture as a driver of employee motivation and creativity. *European Management Journal* , 41(4), 410-421. <https://doi.org/10.1016/j.emj.2022.10.004>.
- [75] Ojo, O., & Adeyemi, T. (2021). Motivation as a mediator between situational leadership and employee job performance. *African Journal of Business Management* , 15(12), 421-435.
- [76] Park, S., & Lee, J. (2022). The mediating role of employee motivation in situational leadership and performance outcomes. *Journal of Business Research* , 139, 301-312.
- [77] Patel, R., & Singh, A. (2020). Value-based culture and employee motivation in Indian IT firms. *International Journal of Management Studies* , 7(2), 60-75.
- [78] Ramadhan, I., & Santoso, B. (2024). Organizational culture and motivation: Evidence from educational institutions in Indonesia. *Education and Management Review* , 12(1), 34-49.
- [79] Restalillah, RR, Handayani, T., & Syamsi, I. (2024). *The Influence of the Role of Situational Leadership in Increasing Teacher Commitment, Satisfaction and Motivation* . Indonesian Educational Administration and Leadership Journal, 6(1), 25–35. <https://doi.org/10.22437/ideal.v6i2.38543>.
- [80] Rivai, Veithzal and Fawzi, Ahmad Mohd Basri. 2005. *Performance Appraisal: The Right System to Assess Employee Performance and Improve the Competitiveness of Government Organizations*, Higher Education Book Division, PT. Raja Grafindo Persada, Jakarta. Tampubolon, Manahan P. 2004. *Behavior of government organizations*. Jakarta: Ghalia Indonesia.

- [81] Robbins, Stephen P. 2002. *Government Organizational Behavior: Concepts, Controversies, Applications*, Volume 1, Edition 8, Prenhallindo, Jakarta.
- [82] Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
- [83] Roberts, E., & Green, S. (2022). The role of motivation in achieving organizational goals: A meta-analysis. *Journal of Business Psychology*, 37(3), 345-362.
- [84] Saputra, MP, & Ong, L. (2024). The influence of training development, work environment, motivation, and competence on employee performance with job satisfaction as a mediator. *Return Journal*, 9(1), 50-62. <https://return.publikasikupublisher.com/index.php/return/article/view/211>.
- [85] Sigit, Prasetyo. (2014). The Influence of Style Leadership and Compensation for Performance Employees with Job Satisfaction as an Intervening Variable (Study of Star-Rated Hotels in Yogyakarta)?: *Journal of Yogyakarta State University*.
- [86] Singh, P., & Verma, A. (2023). Role of motivation in the relationship between situational leadership and employee performance. *Leadership & Organization Development Journal*, 44(1), 66-81.
- [87] Smith, J., Brown, L., & Taylor, R. (2023). Impact of organizational culture on team productivity: Evidence from multinational companies. *Journal of Business Research*, 150, 200-212.
- [88] Silva, R., & Pereira, J. (2022). Culture and employee retention: A cross-cultural study in retail. *European Management Journal*, 40(5), 550-562.
- [89] Smith, J., Brown, L., & Miller, R. (2023). Intrinsic motivation and employee productivity in service sectors. *Journal of Organizational Behavior*, 44(1), 55-72.
- [90] Sobirin. 2007. *Organizational Culture: Definition, Meaning, and Application in the Life of Government Organizations*. Yogyakarta: IBPP STIM YPKN.
- [91] Suardhika, IN, Prabawa, IPAS, & Agung, AAP (2025). The Situational Leadership and Employee Competence: Assessing the Impact on Employee Performance through Work Motivation. *Journal of Economics, Finance and Management Studies*, 8(2), 1099-1109. <https://doi.org/10.47191/jefms/v8-i2-32>
- [92] Supartono, 2004, *Basic Cultural Sciences*. Jakarta: Ghalia Indonesia.
- [93] Suryani, E., & Wijaya, H. (2021). Inclusive organizational culture and its effect on employee motivation and loyalty. *Journal of Business Research*, 130, 500-509. <https://doi.org/10.1016/j.jbusres.2020.09.022>.
- [94] Susilawati, & Raharja, S. (2025). *The Influence of Situational Leadership, Work Environment, and Teacher -Parent Partnership on Teachers' Work Productivity*. *International Journal of Educational Technology Research*, 4(1), 41-50. <https://doi.org/10.59890/ijetr.v3i1.404>.
- [95] Sulistyowati, Y., Hidayat, D., & Sukajie, B. (2024). The influence of competence on employee work motivation and productivity at HS Samsœri Mertojoso Hospital. *GnK Journal*, 3(2), 77-85. <https://journal.unusida.ac.id/index.php/gnk/article/view/1465>. <https://doi.org/10.55732/unu.gnk.2024.06.2.2>.
- [96] Sutrisno, E. (2020). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.
- [97] Stoner, J. A. F., & Wankel, C. (1986). *Management*. Prentice Hall.
- [98] Syahrudin Sappe. 2016. Effect of Leadership on Employee's Performance Mediated by Cultural Organization, Work Commitment and Motivation. *Journal of Economics and Behavioral Studies* (ISSN: 2220-6140) Vol. 8, no. 2, pp. 101-107, April 2016. [https://doi.org/10.22610/jeps.v8i2\(J\).1258](https://doi.org/10.22610/jeps.v8i2(J).1258).
- [99] Tajudin, T., Syaechurodji, S., Wahid Alfarizi, A., & Haryadi, D. (2023). The influence of competence on employee work motivation and career development. *Mantik Journal*, 5(1), 25-36. <https://ejournal.ioescience.org/index.php/mantik/article/view/3880>.
- [100] Thomas, K. W., & Kilmann, R. H. (2008). *Thomas-Kilmann Conflict Mode Instrument*. XICOM.
- [101] Thomas, K., & Evans, L. (2023). Motivational mechanisms mediating situational leadership and organizational commitment. *Journal of Applied Psychology*, 108(1), 50-63.
- [102] Terry, G. R. (1982). *Principles of Management*. Richard D. Irwin.
- [103] Tito Widayanto. 2022. The Influence of Leadership, Organizational Culture, and Work Competence on Employee Performance Through Work Motivation. *Management Study Program*, Esa Unggul University, Arjuna Utara No. 9, Kebon Jeruk, Jakarta, Indonesia, sukmo.hadi@esaunggul.ac.id
- [104] Wang, X., & Zhao, Y. (2023). The role of organizational culture in employee engagement and performance. *Human Resource Development Quarterly*, 34(1), 92-110.
- [105] Wayan Parwati Asih. 2024. The Effect of Servant Leadership, Work Ethics, Organizational Culture, and Organizational Commitment on Teacher Performance in State Vocational High School in Denpasar. *Pegem Journal of Education and Instruction*, Vol. 14, no. 1, 2024 (pp. 127-132). <https://doi.org/10.47750/pegegog.14.01.15>.
- [106] Werner, J. M. (2017). *Human Resource Development* (7th ed.). Cengage Learning.
- [107] Wibowo. (2021). *Performance Management*. Jakarta: Rajawali Pers.
- [108] Wijaya, A., Mulyanah, M., & Kusumapradja, R. (2024). The effect of competence and training on employee performance with work motivation as an intervening variable. *Research Journal*, 8(4), 112-123. <https://ejournal.ibik.ac.id/index.php/riset/article/view/196>.
- [109] Yilmaz, A., & Yildirim, A. (2022). The role of participative culture in enhancing employee motivation: A study in Turkish SMEs. *International Journal of Productivity and Performance Management*, 71(7), 1556-1570.
- [110] Zhang, L., Wang, Y., & Liu, H. (2023). Openness culture and intrinsic motivation: A study of Chinese high-tech companies. *Journal of Business and Psychology*, 38(1), 89-105.
- [111] Zhang, Y. (2022). Organizational culture, motivation, and employee performance: A structural equation modeling approach. *Journal of Applied Psychology*, 107(5), 760-773.
- [112] Zhao, L., Wang, H., & Liu, X. (2022). Situational leadership, teacher motivation, and instructional performance. *Educational Management Administration & Leadership*, 50(4), 678-695.